MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2015/2016

DBS5018 – BUSINESS MANAGEMENT

(All sections / Groups)

02 MARCH 2016
9.00 a.m. – 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of 10 pages excluding the cover page.
2. Answer **ALL** questions.
3. Answers for section **A** and **B** should be shaded on the OMR form.
4. Answers for section **C** should be written on the answer booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS (each question carries 1 mark). Answer for this section should be shaded on the OMR form.

1. The distinction between a managerial position and a nonmanagerial position is _____.
A. planning the work of others
B. coordinating the work of others
C. controlling the work of others
D. organizing the work of others

2. The process of monitoring, comparing, and correcting is called _____.
A. controlling
B. coordinating
C. leading
D. organizing

3. The three essential managerial skills include _____.
A. technical, human, and empirical
B. human, empirical, and conceptual
C. technical, interpersonal, and controlling
D. technical, human, and conceptual

4. Which of the following is **not** one of Fayol's principles of management?
A. Division of work
B. Unity of command
C. Discipline
D. Equality

5. What scientist is most closely associated with the Hawthorne Studies?
A. Adams
B. Mayo
C. Lawler
D. Barnard

6. All of the following are characteristic of learning organizations **except** _____.
A. positive attitudes toward change
B. viewing managers as enablers
C. emphasizing the importance of knowledge for competitive advantage
D. fear of making mistakes

7. All organizational cultures consist of each of the following **except** _____.
A. shared values
B. principles
C. innovation
D. traditions

Continued.....

8. A company whose managers focus on results, rather than how results are achieved, most likely possesses a high degree of which of the following?
A. Outcome orientation
B. People orientation
C. Team orientation
D. Aggressiveness

9. An organization's culture affects managers by _____.
A. providing them with additional decision-making power
B. restricting them from disciplining certain employees
C. encouraging them to bend or even break company rules
D. establishing what is appropriate and expected behavior

10. To succeed in a global marketplace, managers must _____.
A. constantly develop new strategies to maintain their parochial views
B. expect competitors to suddenly appear at any time from any place
C. implement only the best practices of their home countries
D. downplay the effect of the values and customs of other cultures

11. Parochialism is _____.
A. acceptance of diverse points of view
B. a desire to leave one's own culture for a foreign culture
C. a tendency to view the world through a single perspective
D. recognition of diverse religious beliefs

12. A domestic firm and a foreign firm sharing the cost of developing new products or building production facilities in a foreign country is called a _____.
A. franchising agreement
B. strategic alliance
C. foreign subsidiary
D. brokering agreement

13. _____ is defined as a business firm's obligation, beyond that required by law and economics, to pursue long-term goals that are good for society.
A. Social obligation
B. Social responsibility
C. Social screening
D. Values-based management

14. A manager who believes that "she worked hard and met the productivity goals despite bad weather" is displaying what individual characteristic?
A. Strong self-image
B. High moral development
C. Low impression management
D. Internal locus of control

Continued.....

15. Ethics training sessions can provide what benefit?
A. They clarify acceptable and unacceptable practices.
B. They create ego strength in employees.
C. They evaluate decisions and management practices in terms of the code of ethics.
D. They strengthen the employees' locus of control.

16. Issue intensity, as an issue that affects ethical behavior, is described as _____.
A. the characteristics of the ethical issue itself
B. the level of control and influence one has over the event
C. the cultural strength of the organization
D. the organizational structure

17. Formal planning involves which of the following aspects?
A. Developing general objectives
B. Planning for up to one year
C. Writing objectives
D. Distributing the plan to all managerial employees

18. When we categorize plans as being directional versus specific, we are categorizing them by _____.
A. breadth
B. specificity
C. frequency of use
D. depth

19. In the MBO system, _____.
A. objectives are determined by management
B. goals are only reviewed at the time of completion
C. goals are used as controls
D. progress toward objectives is periodically reviewed

20. What provides clues to what an organization sees as its purpose?
A. The organization's goals
B. The organization's strategies
C. The organization's business model
D. The organization's mission

21. _____ and _____ are outcomes from a study of the external environment.
A. Threats; weaknesses
B. Strengths; weaknesses
C. Weights; measures
D. Opportunities; threats

Continued.....

22. There are three main types of growth strategies: _____.
A. concentration, integration, and diversification
B. concentration, integration, and exfoliation
C. integration, diversification, and infiltration
D. concentration, integration, and focus

23. Environmental scanning is the screening of large amounts of information to anticipate and _____.
A. follow new legislation that is being passed by Congress
B. interpret changes in the environment
C. correct failure in pollution equipment
D. forecast climatic changes that will affect materials used

24. When seeking competitor intelligence, there is often a fine line between what's considered legal and ethical and what's considered _____.
A. illegal and ethical
B. illegal and unethical
C. legal and unethical
D. practical and legal

25. Which of the following represents the two views of managerial impact on the success or failure of the organisation?
A. Reflective and interactive
B. Organic and mechanistic
C. Calm waters and white-water rapids
D. Omnipotent and symbolic

26. Budgets are popular most likely because they're applicable to a wide variety of organizations and _____.
A. define how much money will be spent
B. specify how much money the organizations will receive
C. work activities within organizations
D. estimate the number of units that will be produced

27. Functional departmentalization groups jobs by _____.
A. tasks they perform
B. territories they serve
C. products or services they manufacture or produce
D. type of customer they serve

Continued.....

28. _____ refers to the rights inherent to a position that allows a manager to tell subordinates what to do and expect them to do it.
A. Responsibility
B. Unity of command
C. Chain of command
D. Authority

29. A matrix structure mixes characteristics of functional departmentalization and _____.
A. product departmentalization
B. process departmentalization
C. a dual chain of command
D. a narrow span of control

30. For communication to be successful, meaning must be imparted and _____.
A. received by the other person
B. an action taken by the receiver
C. feedback established
D. understood

31. There are _____ elements of the communication process.
A. five
B. six
C. seven
D. nine

32. The final link in the communication process is _____.
A. encoding
B. decoding
C. feed forward
D. feedback

33. The beginning point for any human resource planning process is the examination of the current human resource status by making a _____.
A. strategic plan
B. human resource inventory
C. product evaluation
D. analysis of customer demands

34. If human resource planning shows a surplus of employees, management may want to reduce the organization's workforce through _____.
A. recruitment
B. decruitment
C. expansion
D. jobbing

Continued.....

35. _____ involves presenting applicants with a miniature model of a job and having them perform a task that is central to that job.
A. An interview
B. A written test
C. A vertically integrated interview
D. Work sampling

36. What is **not** a factor that can influence compensation and benefits?
A. Appearance and sex
B. Unionization
C. Geographical location
D. Labor intensive

37. Which of the following would be considered a formal group?
A. Task force for employee birthday celebrations
B. Reading group
C. Bowling team
D. Bringing people from various functions to solve a business dilemma

38. A new commercial bank employee who notices stares from other officers because he does not wear conservative work attire is experiencing what aspect of groups?
A. Role conflict
B. Norms
C. Status separation
D. Cohesiveness conflict

39. The "free rider" tendency explains why _____.
A. the productivity of groups is exponential
B. there is always one person who does not work as hard as other group members
C. as groups get larger, the individual contribution often decreases
D. group productivity grows in a linear fashion

40. Within Maslow's hierarchy of needs, the need for belonging is associated with _____.
A. physiological needs
B. safety needs
C. social needs
D. esteem needs

41. Theory Y assumes that people inherently _____.
A. want to belong more than anything else
B. avoid responsibility and need to be closely controlled
C. want to work and can exercise self-direction
D. work to satisfy hygiene factors

Continued.....

42. An individual who would enjoy taking on the challenge of personally redesigning the workflow of a manufacturing line to improve employee productivity would probably be rated high on which of the following?
A. Need for affiliation
B. Need for impact
C. Need for achievement
D. Need for power

43. Which of the following is **not** an input according to equity theory?
A. Effort
B. Experience
C. Pay level
D. Education

44. Which of the following describes the leadership style in which a leader tends to centralize authority, dictate work methods, make unilateral decisions, and limit employee participation?
A. Cultural style
B. Autocratic style
C. Democratic style
D. Laissez-faire style

45. The main role of the leader is to facilitate and communicate in which of the following leadership styles?
A. Telling
B. Selling
C. Participating
D. Delegating

46. Which of the following is an accurate statement about transformational leaders?
A. They are poor motivators.
B. They clarify task requirements.
C. They exhibit more than just charisma.
D. They focus on tasks and pay little attention to followers.

47. _____ is the power that arises because of a person's desirable resources or personal traits.
A. Expert power
B. Referent power
C. Reward power
D. Legitimate power

Continued.....

48. What is the final step in the management process?
A. Organizing
B. Planning
C. Controlling
D. Leading

49. The first step in the control process is _____.
A. setting standards
B. measuring performance
C. comparing performance against expectations
D. taking managerial action

50. When should the manager's course of action be to revise the standard?
A. If the cause of the variation has been identified
B. If the standard is acceptable
C. If the standard is not acceptable
D. If the variance is acceptable

(TOTAL 50 MARKS)

SECTION B: TRUE/FALSE QUESTIONS (each question carries 1 mark). Answer for this section should be shaded on the OMR form. Mark "A" for the TRUE statement and "B" for the FALSE statement.

51. Only first-line managers and employees need to be concerned with being customer-responsive.

52. The polycentric attitude is a world-oriented view focusing on using the best approaches and people from around the globe.

53. The best thing managers can do to provide ethical leadership is be a good role model.

54. Within an industry, an environment can present opportunities to one organization and pose threats to another.

55. According to Porter's competitive strategies framework, a company using a focus strategy seeks to be unique in its product offering and in its industry in ways that are widely valued by customers.

56. The more dynamic the environment, the more likely managers are to forecast effectively.

57. Nonverbal communication is communication transmitted without words.

Continued.....

58. In the chain network, communication flows according to the formal chain of command, both downward and upward.

59. The best-known theory of motivation is probably McGregor's Theories X and Y.

60. Ideally, all managers should be leaders.

(TOTAL 10 MARKS)

SECTION C: STRUCTURED QUESTIONS (TOTAL 40 MARKS). Answer for this section should be written in the answer booklet provided.

Question 1

(a) State and explain the **FOUR (4)** methods for an employee to learn organizational culture. Explain each method with a specific example. (12 marks)

(b) State and explain the **THREE (3)** types of change that can occur in an organization. (6 marks)

Question 2

(a) List down the **FOUR (4)** purposes of planning. (4 marks)

(b) Mr. Sim has been recently appointed as the Head of Planning Unit in Greeway Sdn Bhd. He is scheduled to present to his team members on the types of plans available for them to be prepared to face new challenges in the organization. State the **EIGHT (8)** types of plans that will possibly be adopted by Mr. Sim. (8 marks)

Continued.....

Question 3

(a) State and explain any **THREE (3)** types of flexible work arrangements (6 marks)

(b) Explain the following types of organizational designs:

(i) Team structure (1 mark)
(ii) Project structure (1 mark)
(iii) Boundaryless organization (1 mark)
(iv) Learning organization (1 mark)

(TOTAL 40 MARKS)

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